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ABSTRACT

This survey of theological schools collected information on institutional type, board membership, board organization, governing board-president relationships, pressing issues, board development activities, and relationships with other theological schools. The survey population included 161 member institutions of the Association of Theological Schools with a response of 107 usable surveys. Tables include data on: participants by religious denomination, size of board membership, methods of board selection, percent of voting trustees by method of selection, gender of voting board members, race/ethnicity of board membership, anticipated changes in race/ethnic composition, and terms for trustees and board chairs. Regarding board organization, tables include data on: frequency and attendance at board meetings, board staff support, open or closed board meetings, meeting frequency and availability of minutes of executive committee meetings, percent of boards with standing committees and their meeting frequency, and total number of board committees. Data related to board/president relationships include the president's role and term, written contract for president, and the presidential assessment process. Topics under board development include board conduct, board orientation, board assessment, frequency of board utilization, board education and frequency, and measures of board performance. Top board priorities and expectations regarding future enrollment trends are provided. A copy of the survey is appended. (JLS)

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Association of Governing Boards
of Universities and Colleges

Results of a National Survey of Theological School Board Characteristics, Policies, and Practices

By Merrill P. Schwartz

AGB OCCASIONAL PAPER No. 23

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Association of Governing Boards of Universities and Colleges
One Dupont Circle • Suite 400
Washington, D.C. 20036
Tel: 202/296-8400 Fax: 202/223-7053

Results of a National Survey of Theological School Board Characteristics, Policies, and Practices

By Merrill P. Schwartz

In 1993, with support from the Lilly Endowment, Inc. AGB undertook a survey of governing boards of theological schools in the United States and Canada. The survey collected information on institutional type, board membership, board organization, governing board-president relationships, pressing issues, board-development activities, and relationships with other theological schools. A copy of the survey appears in the Appendix.

The survey population includes the 220 member institutions of the Association of Theological Schools, with the following exclusions: 55 schools that do not have boards of their own but rather are governed by the board of the college or university of which they are a part, three institutions that have boards with bicameral structures, and one consortium of theological schools. Of the 161 remaining schools, usable surveys were returned by 107, a response rate of 66 percent.

The 1991-92 *Fact Book of the Association of Theological Schools* identified more than 85 denominations among its member institutions. For this study, however, data are aggregated for Catholic, Protestant, nondenominational, and other institutions, with details provided for six Protestant and three Catholic subgroups. Institutions are grouped into a few meaningful categories to reveal trends, allow comparisons, and protect the anonymity of respondents.

As appropriate, data regarding governing boards of private four-year colleges and universities also are reported here to offer a comparison between boards of theological schools and other private collegiate governing boards. The data on other collegiate boards are from a 1991 survey of AGB members and include responses from 685 institutions, 349 of which are private four-year colleges or universities.

For easy reference, the paper is organized into six sections: Participating Institutions, Board Membership, Board Organization, Board-President Relationships, Board Development, and Policy Issues. At the end of each section, "Highlights" captures significant findings and in some cases adds information from the study not reported in the tables.

Board members, presidents, and others may find useful the overall picture of governing boards of theological schools this survey data

provides. Data may also be viewed according to institutional religious affiliations. Individual schools may compare the characteristics and practices of their own board with that of like institutions or across institutional types. Table 1 displays the number and percentage of respondents by denominational affiliation.

Survey Methodology

The survey was sent to theological school presidents in December 1993. A follow-up mailing to nonrespondents was sent in January 1994. The president or his or her designee was requested to complete the survey, with the exception of Part Five, which was to be completed by the president only. Part Five concerned substantive issues as well as anticipated future actions about which the president was believed to be most knowledgeable.

Survey Population

220 Member Institutions of the Association of Theological Schools:

Respondents (107)

American Baptist Seminary of the West (CA)
Andover Newton Theological School (MA)
Aquinas Institute of Theology (MO)
Asbury Theological Seminary (KY)
Athenaeum of Ohio (OH)
Atlantic School of Theology (Canada)
Austin Presbyterian Theological Seminary (TX)
Baptist Missionary Association, Theological Seminary (TX)
Bethany Theological Seminary (IL)
Canadian Theological Seminary (Canada)
Catholic Theological Union (IL)
Central Baptist Theological Seminary (KS)
Chicago Theological Seminary (IL)
Christ The King Seminary (NY)
Christian Theological Seminary (IN)
Church of God School of Theology (TN)
Claremont School of Theology (CA)
Columbia Theological Seminary (GA)
Concordia Lutheran Seminary (Canada)
Concordia Lutheran Theological Seminary (Canada)
Concordia Theological Seminary (IN)
Conservative Baptist Seminary of the East (PA)
Covenant Theological Seminary (MO)
Denver Conservative Baptist Seminary (CO)
Dominican School of Philosophy and Theology (CA)
Dominican Study Center of Bayamon, Central University (PR)
Eden Theological Seminary (MO)
Edmonton Baptist Seminary (Canada)
Emmanuel School of Religion (TN)
Episcopal Theological Seminary of the Southwest (TX)
Evangelical School of Theology (PA)
Golden Gate Baptist Theological Seminary (CA)
Gordon-Conwell Theological Seminary (MA)
Hartford Seminary (CT)
Iliff School of Theology (CO)
Interdenominational Theological Center (GA)
International School of Theology (CA)
Jesuit School of Theology at Berkeley (CA)
Lexington Theological Seminary (KY)
Louisville Presbyterian Theological Seminary (KY)
Luther Northwestern Theological Seminary (MN)
Lutheran Theological Seminary (Canada)
Lutheran Theological Seminary at Philadelphia (PA)
Lutheran Theological Southern Seminary (SC)
Loyola University Chicago, Institute of Pastoral Studies (IL)
Maryknoll School of Theology (NY)
McCormick Theological Seminary (IL)
Meadville/Lombard Theological School (IL)
Mennonite Brethren Biblical Seminary (CA)
Memphis Theological Seminary (TN)
Methodist Theological School in Ohio (OH)
Midwestern Baptist Theological Seminary (MO)
Moravian Theological Seminary (PA)
Nashotah House (WI)

Nazarene Theological Seminary (MO)
New Brunswick Theological Seminary (NJ)
New York Theological Seminary (NY)
Newman Theological College (Canada)
North American Baptist Seminary (SD)
Northern Baptist Theological Seminary (IL)
Oblate College (DC)
Oblate School of Theology (TX)
Ontario Theological Seminary (Canada)
Pacific Lutheran Theological Seminary (CA)
Pacific School of Religion (CA)
Payne Theological Seminary (OH)
Phillips Graduate Seminary (OK)
Pittsburgh Theological Seminary (PA)
Pontifical College Josephinum (OH)
Princeton Theological Seminary (NJ)
Queen's College, Newfoundland (Canada)
Reformed Presbyterian Theological Seminary (PA)
Reformed Theological Seminary (MS)
Regent College (Canada)
Regis College (Canada)
St. Andrew's College (Canada)
St. Augustine's Seminary of Toronto (Canada)
Saint Charles Borromeo Seminary (PA)
Saint Francis Seminary (WI)
St. Joseph's Seminary (NY)
St. Mary's Seminary and University School of Theology (MD)
St. Meinrad School of Theology (IN)
St. Patrick's Seminary (CA)
St. Peter's Seminary (Canada)
St. Thomas Theological Seminary (CO)
St. Vladimir's Orthodox Theological Seminary (NY)
Seabury-Western Theological Seminary (IL)
Southwestern Baptist Theological Seminary (TX)
SS. Cyril & Methodius Seminary (MI)
Starr King School for the Ministry (CA)
Toronto School of Theology (Canada)
Trinity Episcopal School for Ministry (PA)
United Theological Seminary (OH)
United Theological Seminary of the Twin Cities (MN)
University of St. Mary of the Lake Mundelein Seminary (IL)
University of Saint Thomas, Saint Paul Seminary School of Divinity (MN)
Vancouver School of Theology (Canada)
Wartburg Theological Seminary (IA)
Washington Theological Union (MD)
Wesley Biblical Seminary (MS)
Wesley Theological Seminary (DC)
Western Evangelical Seminary (OR)
Western Seminary (OR)
Western Theological Seminary (MI)
Westminster Theological Seminary (PA)
Weston School of Theology (MA)
Winebrenner Theological Seminary (OH)

Institutions Omitted From Study (59):

Bicameral Boards (3):
De Sales School of Theology (DC)
St. Stevens College (Canada)
St. Vincent's Seminary (PA)

Consortium Board (1):
Joint Board of Theological Colleges (Canada)

Institutions Governed by a College or University Board (55):
Acadia Divinity College (Canada)
Alliance Theological Seminary (NY)
Anderson University School of Theology (IN)
Andrews University, Seventh-day Adventist, Theological Seminary (MI)
Ashland Theological Seminary (OH)
Azusa Pacific University, C.P. Haggard Graduate School of Theology (CA)
Bethel Theological Seminary (MN)
Biola University, Talbot School of Theology (CA)
Boston University School of Theology (MA)
Catholic University of America (DC)
Cincinnati Bible College and Seminary (OH)
Colgate Rochester Divinity School, Crozer Theological Seminary (NY)
Columbia Bible College, Seminary and Graduate School of Missions (SC)
Drew University Theological School (NJ)
Duke University Divinity School (NC)
Earlham College, Earlham School of Religion (IN)
Eastern Mennonite College and Seminary (VA)
Emory University, Candler School of Theology (GA)
Erskine College, Theological Seminary (SC)
Harding University, Graduate School of Religion (TN)
Harvard University Divinity School (MA)
Holy Cross Greek Orthodox School of Theology (MA)
Hood Theological Seminary (NC)
Howard University, School of Divinity (DC)
Huron College Faculty of Theology (Canada)
Liberty University, Liberty Baptist Theological Seminary (VA)
Lincoln Christian College, Lincoln Christian Seminary (IL)
McGill University, Faculty of Religious Studies (Canada)
McMaster Divinity College (Canada)
Mount Saint Mary's College, Mount Saint Mary's Seminary (MD)
Multnomah Bible College and Biblical Seminary (OR)
North Park College and Theological Seminary (IL)
Oral Roberts University School of Theology (OK)
Regent University, School of Divinity (VA)
Sacred Heart Major Seminary/College and Theologate (MI)
St. John's University, School of Theology (MN)
Samford University, Beeson Divinity School (AL)
Seattle University, Institute for Theological Studies (WA)
Seton Hall University, Immaculate Conception Seminary (NJ)
Southern Methodist University, Perkins School of Theology (TX)

Texas Christian University, Brite Divinity School (TX)
Trinity College Faculty of Divinity (Canada)
Trinity Evangelical Divinity School (IL)
Trinity Western University, Associated Canadian Theological School (Canada)
University of Chicago, Divinity School (IL)
University of Dubuque, Theological Seminary (IA)
University of Notre Dame (IN)
University of St. Thomas, School of Theology (TX)
University of St. Michael's College, Faculty of Theology (Canada)
University of the South, School of Theology (TN)
University of Winnipeg, Faculty of Theology (Canada)
Vanderbilt University, Divinity School (TN)
Victoria University, Emmanuel College (Canada)
Virginia Union University, School of Theology (VA)
Yale University, Divinity School (CT)

Nonresponents (54)

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Participating Institutions

TABLE 1
Religious Denomination

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
With which religious denomination(s) is the theological school related? (Total number of Respondents by Religious Denomination)	107	7	27	12	9	6	68	11	9	6	9	23	10	5

Highlights

- Responses were received from a total of 107 theological schools: 27 Roman Catholic, 68 Protestant, 7 nondenominational, and 5 "Others."
- Data on 7 nondenominational institutions are reported in total, with no categories broken out.
- Data on 27 Roman Catholic institutions are reported in total as well as broken down into three categories: Diocesan (12), Religious Order (9), and Other (6). "Catholic Other" includes Catholic institutions that did not specify a diocesan or religious order affiliation or indicated a relationship with more than one order or diocese or with both.
- Data on 68 Protestant institutions are reported in total as well as broken down into six categories: Baptist (11), Lutheran (9), Methodist (6), Presbyterian (9), Other (23), and Interdenominational (10). Protestant sects that had too few respondents to protect anonymity were included in "Protestant Other." Institutions included in "Protestant Interdenominational" had affiliations with more than one Protestant denomination.
- The category of "Other" theological schools includes 5 boards: 2 Unitarian, 1 multidenominational, and 2 other institutions that were not Roman Catholic, Protestant, or nondenominational.

Board Membership

TABLE 2
Board Size

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
	Total	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
How many voting members are maximally authorized for the governing board?	25	25	18	18	17	17	27	32	19	39	32	23	29	25
How many voting members are currently serving?	24	22	18	18	16	19	27	29	19	37	29	24	30	25
How many nonvoting members are currently serving?	2	1	1	1	1	2	2	1	2	2	3	3	3	0

Highlights

- Board size is defined in terms of voting and nonvoting members as well as the maximum number authorized to serve and the number of members currently serving.
- Overall, the average (mean) number of voting members maximally authorized is 25. The number varies considerably, however, from the smallest board of three at a Roman Catholic diocesan theological school to the largest board of 49 at a Methodist institution. Of the 11 boards with 40 or more authorized voting members, all are Protestant. Of the five boards with nine or fewer, two are Catholic and three are Lutheran.
- In comparing the mean number of voting members maximally authorized (25) with the mean number of voting members actually serving (24), it appears that there are few vacancies. Nondenominational boards have the largest number of vacancies, with a mean of three.
- In comparing the mean board size of theological schools with that of private four-year colleges and universities, theological school boards have fewer authorized voting members (25 versus 35) and fewer voting members serving (24 versus 32).
- More than half of the institutions surveyed report zero nonvoting board members. For those with nonvoting members, the average number maximally authorized and actually serving is two. Only two boards, both Protestant, report having more than ten nonvoting members.

TABLE 3
Methods of Selection

How are trustees selected? Indicate the approximate percentage of total voting members of the board by method of selection:	*All Respondents*	*Non-denom*	*Roman Catholic*				*Protestant*							*Other*
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
Self Perpetuating (Chosen by Board or Board Committee)	46	65	50	61	36	49	42	38	2	53	44	43	72	52
Elected by Religious Body or Figure	28	4	14	6	30	7	39	57	80	27	31	31	12	0
Appointed by Religious Body or Figure	8	0	14	12	13	17	6	0	13	0	0	10	10	18
Ex-Officio	7	2	17	20	21	7	4	3	5	2	0	7	1	6
Elected or Appointed by Faculty	1	0	1	1	0	2	1	0	0	1	1	1	1	7
Elected or Appointed by Alumni or Alumni Association	1	0	0	0	0	0	2	1	0	0	2	3	2	2
Elected or Appointed by Students	1	0	1	1	0	1	1	0	0	1	1	1	1	9
Other	2	14	0	0	0	0	2	0	0	0	0	5	1	6

TABLE 4
Voting Trustees as a Percentage of Total Board by Method of Selection:
Percentage of Boards That Report Zero Members Selected by Method, Maximum Percentage Reported, and Average (Mean) Percentage Reported

	Self Perpetuating	Elected by Religious Body or Figure	Approved by Religious Body or Figure	Ex-Officio	Elected/Appointed by Faculty	Elected/Appointed by Alumni	Elected/Appointed by Students	Other
Zero	34	57	78	58	83	80	83	92
Maximum %	100	100	100	60	18	15	18	100
Mean %	46	28	8	7	1	1	1	2

Highlights

- Board members may be chosen in several ways: by the board or a board committee (self-perpetuating), by virtue of office or position (ex-officio), or by election or appointment by designated persons or groups. Boards may use several methods of selection to choose various members of the board or may rely on a single approach.
- The most common method, accounting for selection of almost half the voting members (46 percent) is self-perpetuation—selection by the board or a board committee. Next, accounting for more than one quarter of trustees (28 percent), is election by a religious body or figure.

- Boards vary widely in their practices. Respondents range from Catholic and Protestant boards that are 100 percent self-perpetuating to Protestant boards that select 100 percent of their members by election by a religious body or figure.
- Twenty percent of institutions have one or more students from within the institution as voting members of the board. Twelve schools have one voting student, six schools have two voting students, three schools have three or more voting students, and 86 schools have none, or left the question blank.
- Twenty-six percent of institutions have one or more faculty from within the institution as voting members of the board. Fourteen schools have one voting faculty member, ten schools have two voting faculty members, four schools have three or more voting faculty members, and 79 schools have none, or left the question blank.

TABLE 5
Gender

Of current voting board members, how many are male and how many are female? (Mean percentage)	All Respondents	Non-denom	Roman Catholic				Protestant								Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
Male	71	82	76	72	75	84	67	59	63	73	79	63	83	74	
Female	29	18	24	28	25	16	31	41	37	27	21	38	17	26	

TABLE 6
Race/Ethnicity

Of current voting board members, what percentage are African American, Asian American, Caucasian, Latino/a, Native American, or Other?	All Respondents	Non-denom	Roman Catholic				Protestant								Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
African American	10	8	3	2	2	4	12	3	5	23	10	12	23	6	
Asian American	2	3	•	0	•	1	2	2	1	1	1	•	7	1	
Caucasian	86	84	93	95	91	94	83	92	90	75	87	86	68	93	
Latino/a	2	4	3	2	6	2	2	2	4	•	1	•	2	0	
Native American	•	0	0	0	0	0	•	•	•	0	0	0	•	0	
Other	•	•	0	0	0	0	•	0	0	•	1	0	0	0	

Total is not always 100 due to rounding
• indicates less than 1 percent

TABLE 7
Prospects for Diversity

With regard to gender, race, and ethnicity, what changes do you anticipate in board composition? (By percentage)	All Respondents	Non-denom	Roman Catholic			Protestant							Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
More diversity in the next few years	65	86	52	50	67	33	69	64	22	100	67	74	90	60
About the same composition	33	14	41	42	22	67	31	36	78	0	33	26	10	40
Less diversity	0	0	0	0	0	0	0	0	0	0	0	0	0	0
No answer	2	0	7	8	11	0	0	0	0	0	0	0	0	0

Highlights

- Overall, 71 percent of voting board members of theological schools are men and 29 percent are women. Boards of Baptist schools have the largest proportion of women, a mean of 41 percent. Interdenominational boards have the smallest proportion of women, a mean of 17 percent.
- In comparison with the boards of four-year private colleges (23 percent women), theological school boards have more female trustees (29 percent).
- Overall, 86 percent of board members are Caucasian, 10 percent African American, 2 percent Asian American, 2 percent Latino/a, and fewer than 1 percent are Native American. In comparison, board members of four-year private colleges and universities are 91 percent Caucasian, 6 percent African American, 1 percent Asian American, 1 percent Latino/a, and 1 percent Native American.
- About two-thirds of boards expect to become more diverse in the next few years (65 percent), and none expects less diversity among board members.
- Averages for race and ethnicity obscure large differences in composition. Methodist boards, on average, have 23 percent African-American trustees. And while 45 of 107 boards reported zero African-American members, four Protestant boards each had more than 20 African-American trustees.
- Of the 107 boards responding to the survey, only three boards report Native-American members, for a total of four Native-American trustees.
- Nearly three-quarters of the boards report zero Latino/a members, including 65 percent of the Roman Catholic and 73 percent of the Protestant schools.

TABLE 8
Trustee Terms

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
What is the length in years of a single term of a typical trustee? (Mean Number of Years)	4	3	3	3	4	3	4	3	5	4	4	4	3	4	
Is there a limit on the number of consecutive terms a trustee may serve? (Percentage Replying Yes)	67	29	74	75	67	83	68	73	89	50	89	57	60	80	
What is the maximum number of consecutive terms?	3	3	2	2	2	3	3	2	2	3	3	3	3	2	
If "Yes," is a trustee ever eligible for reelection or reappointment? (Percentage Replying Yes)	96	100	85	89	83	80	100	100	100	100	100	100	100	100	

TABLE 9
Terms for Board Chairs

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
Is there a limit on the number of years the board chair may serve in that capacity? (Percentage Replying Yes)	28	14	30	8	56	33	29	27	11	33	44	26	40	20	
If yes, what is the maximum number of years the chair may serve?	5	6	5	1	6	5	5	1	4	6	9	4	6	6	
How many years has the current board chair served in that capacity?	5	6	6	9	4	3	5	5	6	5	4	5	4	7	

Highlights

- Typical trustee terms are, on average, four years. Terms range from a minimum of one year to a maximum of eight years.
- Most institutions (67 percent) limit the number of consecutive terms a trustee may serve. The average maximum number of terms is three.
- Ninety-six percent of institutions that impose term limits allow a trustee to be eligible for reelection or reappointment after one year.
- Most institutions (93 percent) do not impose a mandatory retirement age for trustees.
- Few boards—only 28 percent—limit the terms of board chairs. When imposed, term limits average five years.
- Tenure of current chairs is, on average, five years. The longest tenure of a current chair is 20 years, and 25 percent of the current board chairs have been in office for more than ten years. One possible explanation for this longevity is that the board chair serves ex-officio.

Board Organization

TABLE 10
Board Meetings

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
How many times has the board met in the past twelve months?	3	3	3	3	3	3	3	3	3	3	2	3	3	3	
How many hours does the average board meeting last?	7	5	5	3	5	7	8	8	11	5	6	8	8	9	
If a typical trustee attended all of his or her assigned committee meetings in the last twelve months, what is a conservative estimate of the number of hours spent in meetings?	13	13	11	16	7	8	14	17	15	14	9	17	11	9	
What percentage of trustees attend each board meeting?	81	80	77	69	81	88	82	83	89	78	79	82	82	89	
Does the board routinely use "executive sessions" at the beginning or end of its regular board meetings? (Percentage Replying "Yes")	46	29	37	25	44	50	53	64	44	67	33	57	50	20	

TABLE 11
Board Support

Which institutional employee, other than the president, provides primary staff support to the board? (Reported by percentage)

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
Professional Board Secretary	19	0	26	42	11	17	18	36	0	0	11	22	20	20
Chief Academic Officer	44	43	33	42	33	17	52	46	33	50	56	61	50	0
Chief Advancement Officer	38	57	22	25	22	17	43	46	11	50	67	39	50	40
Assistant to the President	46	29	44	25	44	83	50	55	33	100	44	44	50	20
Administrative Assistant to the President	7	14	0	0	0	0	9	9	22	0	0	4	20	0
Chief Financial, Business, or Administrative Officer	31	0	22	33	11	17	37	46	11	17	56	39	40	40
Two or more of the Above	48	29	33	50	22	17	56	55	22	50	67	70	50	40
None	4	0	0	0	0	0	4	0	11	0	11	0	10	20
Other	17	29	15	8	22	17	18	18	11	0	44	9	30	0

Percentages do not add to 100 because resondents were allowed to give multiple answers.

TABLE 12
Open or Closed Meetings

Who may attend board meetings? (Reported by percentage)

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
Open to the public/media	28	29	15	17	11	17	31	46	22	33	33	30	20	60
Open to the campus only	7	14	7	0	11	17	4	9	0	0	0	4	10	20
By invitation only/Not open	60	57	74	75	78	67	57	46	56	67	56	61	60	20
Other	5	0	4	8	0	0	6	0	22	0	0	4	10	0

TABLE 13
Executive Committee

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
	Total	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
How many times has the executive committee met within the past twelve months?	3	5	3	2	4	2	3	5	2	4	3	3	4	4
Are the formal minutes of the executive committee shared with the full board? (Percentage Replying "Yes")	70	86	44	33	44	67	78	64	67	83	100	70	100	80

TABLE 14
Standing Committees

Percentage of boards that have the following standing committees and average (mean) number of members:	Percentage with this committee	Mean number of committee members
Executive	90	8
Academic/educational affairs	64	8
Student affairs	34	7
Academic and student affairs	20	8
Planning	24	8
Development	74	8
Finance	76	7
Investment	21	5
Finance, development, and investment	14	7
Building and grounds	40	6
Nominating	37	5
Committee on Trusteeship	24	5
Personnel	15	6
Audit	6	(not available)
Other	19	(not available)

TABLE 15
Total Committees

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
	Total	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
Total Number of Board Committees (Mean)	6	7	4	4	4	5	6	6	5	7	7	6	8	6

Highlights

- Boards meet an average of three times per year for about seven hours each time. Surprisingly, only 18 percent of boards report average meeting times of 3.5 hours or less, and an additional 29 percent report average meetings of four to six hours. The greatest number of board meetings reported in a year is nine, and the fewest is two.
- Trustees spend an average of 13 hours each year in meetings of assigned committees, in addition to time spent in board meetings.
- Attendance at board meetings by voting trustees averages 81 percent.
- Almost half the boards (46 percent) routinely meet in executive session for a portion of the board meeting; this is most common among boards of Baptist (64 percent) and Methodist (67 percent) institutions.
- In addition to the support provided by the president, only 19 percent of boards report having the support of a professional board secretary; this is more common for Roman Catholic-Diocesan (42 percent) and Baptist (36 percent) institutions. At least half of the boards (48 percent) report that support is a shared responsibility of two or more staff.
- Only 28 percent of boards report that their meetings are open to the public. Open meetings are less common among Roman Catholic institutions (15 percent) and more common for Baptist (46 percent) and "Other" institutions (60 percent).
- The mean number of board committees is six. Boards most commonly have an executive committee (90 percent), finance committee (76 percent), development committee (74 percent), and academic affairs or a combined academic and student affairs committee (84 percent, in total). The mean number of committee members ranges from five to eight.

Board/President Relationships

TABLE 16
President's Role and Term

	All Respondents	Non-denom	Roman Catholic				Protestant								Other
	Total	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
Is the institution's president a voting member of the board? (Percentage Responding Yes)	56	57	78	75	67	100	46	18	33	83	33	65	30	80	
How many years has the current president been in office? (Mean Number of Years)	6	6	6	5	8	4	6	7	5	8	10	5	6	4	
How many years did the previous president serve? (Mean Number of Years)	7	5	6	7	6	5	8	7	10	3	10	8	9	6	

What was the president's previous position? (In percentages)

• CEO of another higher education institution	6
• Administrator in this institution	17
• Administrator in another higher education institution	9
• Professor in this or another higher education institution	23
• Administrator in a religious organization	21
• Other within higher education	4
• Pastor/Minister/Other outside of higher education	20

Does the president hold academic rank or tenure? (In percentages)

• Yes, both academic rank and tenure	36
• Academic rank only	44
• Tenure only	0
• No	20

TABLE 17
Contracts

	All Respondents	Non-denom	Roman Catholic				Protestant								Other
	Total	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
Does the president currently serve under the terms of a written contract? (Percentage Replying Yes)	49	29	30	17	22	67	56	64	56	50	56	52	60	80	

TABLE 18
Presidential Assessment

	All Respondents	Non-denom Total	Roman Catholic Total	Roman Catholic Diocesan	Roman Catholic Order	Roman Catholic Other	Protestant Total	Protestant Baptist	Protestant Lutheran	Protestant Methodist	Protestant Presbyterian	Protestant Other	Interdenominational	Other Total
Is the president's performance assessed in some manner? (Percentage Replying Yes)	89	100	89	92	89	83	87	73	89	100	100	78	100	100
If yes, how often? (years)	2	1	2	2	3	2	2	1	3	1	3	2	2	3
If yes, who conducts the assessment? (In percentages)														
Full Board	16	14	21	9	25	40	15	0	63	0	22	11	0	0
Board Chair	13	0	25	27	38	0	7	38	0	0	0	0	10	40
Board Committee	40	86	13	9	13	20	48	25	25	50	56	61	50	20
Committee, not limited to board members	3	0	0	0	0	0	3	0	0	0	11	0	10	20
Other	6	0	13	18	0	20	5	13	13	0	0	6	0	0
Outside consultant was used	7	0	0	0	0	0	12	13	25	17	0	17	0	0
No answer	19	0	29	36	25	20	17	25	0	33	11	11	30	20

Describe the evaluation process: (In percentages)

- Combination of periodic formal evaluation and annual less formal evaluation — 7
- Informal process involving members of the board, with or without vice presidents — 31
- Formal process, including input solicited from constituents, each time — 21
- Other — 2
- No description provided — 39

Highlights

- In more than half (56 percent) of the institutions, the president is a voting member of the board. Presidents are most likely to be voting members of the board in Methodist (83 percent) and Roman Catholic institutions (78 percent) and least likely in Baptist (18 percent) and Interdenominational schools (30 percent).
- Presidents in theological schools are less often voting members of the board (56 percent) than are the presidents of four-year private colleges and universities (68 percent).
- Most theological school chief executives are first-time college presidents; only 6 percent previously headed another higher education institution. Presidents came in almost equal numbers from positions as professors (23 percent), administrators in religious organizations (21 percent), and ministers/pastors/other outside of higher education (20 percent).
- Predecessor presidents served an average of seven years; current presidents have been in office an average of six years.
- Only about half of the presidents (49 percent) have written contracts. Even fewer (44 percent) have academic rank but not tenure; about one-third (36 percent) hold both academic rank and tenure; and 20 percent have neither.
- Most presidents (89 percent) are evaluated in some manner about every two years. Presidential assessments are most often conducted by a board committee (40 percent), the full board (16 percent), or the board chair (13 percent).
- More than half of the institutions (58 percent) have a written board policy or established procedure to guide the search for a new president.
- Few boards (8 percent) used an executive search firm or outside consultant to assist with the selection of the current president.

Board Development

TABLE 19
Conduct, Orientation, Assessment

	All Respondents	Non-denom	Roman Catholic				Protestant							Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total
Has the board adopted a formal statement defining conflict of interest for trustees? (Percentage Replying Yes)	28	29	26	17	22	50	31	27	33	50	56	17	30	0
Is an orientation provided for new trustees? (Percentage Replying Yes)	85	71	78	83	78	67	88	91	89	83	100	87	80	100
Has the board undertaken a formal self-assessment within the past five years? (Percentage Replying Yes)	52	29	63	58	67	67	53	55	56	67	33	52	60	20
If the board has undertaken a formal self-evaluation, did the board use a facilitator from outside the institution to conduct it? (Percentage Replying Yes)	45	0	41	43	33	50	50	50	40	50	33	67	33	0

TABLE 20

Percentage that reported using these elements in new trustee orientations:

- One-on-one briefing with president, chair, or others — 23
- Session held for all new trustees — 47
- Orientation materials or manual provided — 28
- Campus visit or tour — 21
- Other — 12

Percentage that reported the following board self-assessment elements apply:

- Board policy requires periodic formal board self-evaluation — 29
- By tradition, the board evaluates its performance on a regular basis — 21
- Formal board self-evaluation occurs on an irregular basis — 55

Percentages exceed 100 due to multiple responses.

TABLE 21
Board Education

	All Respondents	Non-denom	Roman Catholic				Protestant								Other
	Total	Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
During the past two years, has the board engaged in any special activities to improve the board's performance or educate trustees about their roles and responsibilities? (Percentage Replying Yes)	74	86	63	58	67	67	78	55	56	100	89	83	90	60	
Was outside funding used to pay for all or part of the related expenses? (Percentage Replying Yes)	77	50	88	71	100	100	76	67	100	83	75	74	67	100	
Was an outside speaker or facilitator used? (Percentage Replying Yes)	82	100	82	71	83	100	81	83	100	67	63	84	89	67	
In the next year or two, does the board plan to engage in any special activities to improve the board's performance or educate trustees? (Percentage Replying Yes)	68	100	63	42	67	100	68	36	56	83	78	74	80	60	

TABLE 22

Percentage that reported having conducted these board education/trustee development activities in the last two years:		Percentage that reported they plan to conduct these board education/trustee development activities in the next two years:	
• Retreat	47	• Retreat	51
• Workshop/speaker	33	• Workshop/speaker	23
• Board education at every meeting	10	• Board education at every meeting	14
• Orientation session	6	• Orientation session	8
• Modified board practices	4	• Modify bylaws, board structure, meeting schedule, etc.	6
• Other	24	• Other	40
• No Answer	8	• No answer	7

TABLE 23
Board Performance

Overall, how would you rate your board's performance? (Mean percentage)	All Respondents	Non-denom	Roman Catholic				Protestant								Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
Poor	2	29	0	0	0	0	0	0	0	0	0	0	0	0	
Adequate	18	29	14	25	0	17	19	37	22	0	11	18	20	0	
Good	54	29	63	58	67	67	53	55	67	67	33	48	60	60	
Very Good	24	14	19	17	22	17	25	0	11	17	56	35	20	40	
No Answer	3	0	4	0	11	0	3	9	0	17	0	0	0	0	

Highlights

- Twenty-eight percent of theological school boards have adopted a formal statement on conflict of interest for trustees, compared with 61 percent of private four-year colleges and universities that have done so.
- Most boards (85 percent) make a special effort to orient new trustees, including holding a special orientation session, providing printed materials, arranging a briefing with the president or board chair, touring the campus, or some combination of the above.
- In recent years, most boards (74 percent) have planned such special events as retreats, workshops, or speakers to improve board performance and trustee knowledge, and most (77 percent) received some outside financial assistance for these board-development activities.
- Board performance is rated by presidents as good (54 percent) or very good (23 percent) in most of the institutions.
- Although only 29 percent of boards have a policy requiring periodic board self-assessment, about half (52 percent) engaged in such a process during the last five years.

Policy Issues

TABLE 24
Top Priorities

What are the most vexing policy issues for the board or issues that did, or are likely to, occupy the board's time? (percentage of boards responding):	During the Past Year	In the Next Year or so
Financial/Fund-raising	27	30
Faculty	18	8
Board Operations	10	10
Strategic or Long Range Planning	8	14
Academic	7	12
Campus Life	7	2
Enrollment	6	4
Closure/Merger	4	5
Minority Issues	2	2
Library	2	0
No Response	6	20

TABLE 25
Enrollment

With regard to enrollment over the next five years, is your institution realistically expecting: (Mean percentages)	All Respondents	Non-denom	Roman Catholic				Protestant								Other
		Total	Total	Diocesan	Order	Other	Total	Baptist	Lutheran	Methodist	Presbyterian	Other	Interdenominational	Total	
More full-time students?	43	71	33	33	22	50	46	82	11	50	22	48	50	20	
Fewer full-time students?	9	0	7	8	11	0	10	0	11	17	0	13	20	20	
Same number of full-time students?	46	29	52	50	56	50	44	18	78	33	78	39	30	60	
No answer	2	0	7	8	11	0	0	0	0	0	0	0	0	0	

Highlights

- Most institutions expect their student body to stay about the same size (46 percent) or grow (43 percent) over the next five years. Only 9 percent anticipate a decline.
- Issues that most concern the board and are expected to continue to occupy trustees' time include: (1) financial matters and fund-raising, (2) faculty matters, and (3) academic affairs, planning, and operations of the board itself.

Appendix

Association of Governing Boards of Universities and Colleges
Survey of Theological School Governing Board Characteristics, Policies, and Practices

Part One - Institutional Information

1. Describe the relationship between the theological school and the governing board:

   a. ____ theological school has its own governing board
   b. ____ theological school is part of a university/college and is governed by its board. If you check this response, please return the survey to AGB without answering any additional questions. This survey is intended for theological schools with their own governing boards.
   c. ____ theological school has a bicameral governing board. If you check this response, copy this survey and use one copy for each board. Indicate on line 1d. (below) the primary functions of the board you are describing on each copy of the survey.
   d. ____ other (describe) _____

2. With which religious denomination(s) is the theological school related (choose the category that best describes institutional relationships):

   a. ____ Non-denominational
   b. ____ Roman Catholic
      1. ____ diocesan
      2. ____ religious order
   c. ____ Jewish
   d. ____ Protestant: (please describe)
      1. ____ denominational (specify)_____
      2. ____ interdenominational
      3. ____ other(specify)_____
   e. ____ Unitarian
   f. ____ other (specify)_____

Part Two - The Board's Membership

3. a. How many *voting* members are maximally *authorized* for the governing board? ____
   b. How many *voting* members are currently *serving*? ____
   c. How many *non-voting* members are maximally *authorized* for the governing board? ____
   d. How many *non-voting* members are currently *serving*? ____

4. How are trustees selected? Indicate the approximate percentage of the total voting members of the board by method of selection:

   a. ____ self-perpetuating (chosen by board or board committee)
   b. ____ elected by religious body or figure
   c. ____ appointed by religious body or figure
   d. ____ ex-officio
   e. ____ elected or appointed by faculty
   f. ____ elected or appointed by alumni or alumni association
   g. ____ elected or appointed by students
   h. ____ other - specify _____

   100% TOTAL

5. The board's current *voting* membership includes: (enter the appropriate numbers)

a. ____ *students* from within the institution
b. ____ *faculty* from within the institution
c. ____ *faculty* from other institutions
d. ____ *alumni* elected or appointed by alumni or alumni association
e. ____ all other *alumni*
f. ____ members elected or appointed by a sponsoring church body, including ex-officio with vote
g. ____ other - specify _____

6. Of current voting board members, how many are: (note that the total numbers given by gender and by race should be the same as the number in Part One, 3b, above)

a. ____ male
b. ____ female

c. ____ African American
d. ____ Asian American
e. ____ Caucasian
f. ____ Latino/a
g. ____ Native American
h. ____ Other

7. Estimate the number of board members who currently also serve as directors/trustees of the following:

a. ____ local bank, utility, or corporate board
b. ____ national/international corporate board
c. ____ college, university, or seminary board (other than your own institution)
d. ____ independent primary or secondary school board
e. ____ board of a denominational organization or agency
f. ____ board of a non-denominational religiously-affiliated organization or agency
g. ____ board of a non-profit organization (other than a college, university, or religious organization), such as a hospital, museum or social service agency

8. Is the institution's president a *voting member* of the board?

a. ____ yes
b. ____ no

9. What is the length of a typical trustee's single term? ____ years

10. a. Is there a limit on the number of consecutive terms a trustee may serve?

1. ____ yes; number of consecutive terms: ____
2. ____ no

b. If yes, is a trustee ever eligible for reelection or reappointment?

1. ____ yes; after a period of ____ years
2. ____ no

11. Is there a mandatory retirement age for trustees?

a. ____ yes; retirement age is ____
b. ____ no

12. Is there a limit on the number of years the board chairperson may serve in that capacity?

a. ____ yes; ____ years
b. ____ no

13. How long has the current board chairperson served in that capacity?

a. ____ years
b. ____ less than one year

14. Has the board adopted a formal statement that defines what constitutes "conflict of interest" for trustees?

a. ____ yes
b. ____ no

15. Are board members required to file a "disclosure statement" on their assets or business affiliations?

a. ____ yes
b. ____ no

16. Is an orientation provided for new trustees?

a. ____ yes - please describe or enclose a recent orientation agenda

_____
_____
_____
_____
_____
_____

b. ____ no

Part Three - The Board's Organization

17. The board met _____ times in the past twelve months, and each meeting lasted approximately ____ hours (not including committee meetings and social time).

18. If a typical board member attended all of his or her assigned *committee meetings* in the last twelve months, how many hours do you conservatively estimate were expected of him or her to attend committee meetings?

____ hours (over twelve months)

19. On average, approximately ____% of voting board members attend each board meeting.

20. Which institutional employee, other than the president, provides primary staff support to the board:

a. ____ professional board secretary
b. ____ chief academic officer
c. ____ chief advancement officer
d. ____ assistant to the president
e. ____ other - specify:_____
f. ____ none

21. With regard to board meetings:

a. Does the board *routinely* use "executive sessions" (a portion of the board meeting restricted only to board members, and sometimes the president, where no official action is taken) at the beginning or end of its regular board meetings?

1. ____ yes
2. ____ no

b. If so, does the president:

1. ____ stay for the entire executive session, or
2. ____ stay for a time, then absent himself or herself, or
3. ____ absent himself or herself for the entire session

22. Who may attend board meetings?

a. ____ open to the public/media
b. ____ open to the campus community only
c. ____ open to others by invitation only
d. ____ not open
e. ____ other - describe:_____

23. Who may attend board *committee* meetings?

a. ____ open to the public/media
b. ____ open to the campus community only
c. ____ open to others by invitation only
d. ____ not open
e. ____ other - describe:_____

24. If your board has an *executive committee*:

a. How many times has the executive committee met within the past twelve months?
____ times

b. Do any trustees who are not members of the executive committee regularly attend executive committee meetings?

1. ____ yes
2. ____ no

c. Are the formal minutes of the executive committee shared with the full board?

1. ____ yes
2. ____ no; minutes are taken, but are shared only with executive committee members
3. ____ no formal minutes are taken

25. If your board has *standing committees*, please check which ones and indicate the number of *voting* members on each: (Note that these need not be the exact titles. Use "Other" to list committees whose functions are different from those named.)

		Total Number of Committee Members	Number of Trustees	Number of Faculty (excluding trustees)	Number of Students (excluding trustees)	Number of Other Members
a. ____	Executive	_____	_____	_____	_____	_____
b. ____	Academic or Educational Affairs	_____	_____	_____	_____	_____
c. ____	Student Affairs	_____	_____	_____	_____	_____
d. ____	Academic and Student Affairs (combined)	_____	_____	_____	_____	_____
e. ____	Planning	_____	_____	_____	_____	_____
f. ____	Development	_____	_____	_____	_____	_____
g. ____	Finance	_____	_____	_____	_____	_____
h. ____	Investment	_____	_____	_____	_____	_____
i. ____	Finance, Development, and Investment (combined)	_____	_____	_____	_____	_____
j. ____	Buildings and Grounds	_____	_____	_____	_____	_____
k. ____	Nominating	_____	_____	_____	_____	_____
l. ____	Committee on Trusteeship	_____	_____	_____	_____	_____
m. ____	Personnel	_____	_____	_____	_____	_____
n. ____	Church Relations	_____	_____	_____	_____	_____
o. ____	Other (please list each by name):					
	_____	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____	_____

Part Four - Governing Board/President Relationships

26. Does the president *currently serve* under the terms of a written contract?

a. ____ yes
b. ____ no

27. When first appointed, did the president receive a written contract?

a. ____ yes
b. ____ no
c. ____ no, but did receive a letter of appointment

28. How many years has the president served in that position?

a. ____ years
b. ____ less than one year

29. How many years did the previous permanent president serve? ____ years

30. What was the president's previous position?

a. ____ chief executive of another higher education institution
b. ____ administrator in this institution
c. ____ administrator in another higher education institution
d. ____ professor in this or another higher education institution
e. ____ administrator in a religious organization
f. ____ other within higher education. Specify _____
g. ____ other outside of higher education. Specify _____

31. Does the president hold academic rank or tenure?

a. ____ yes, both academic rank and tenure
b. ____ academic rank only
c. ____ tenure only
d. ____ no

32. Does the president currently serve as a director/trustee of any of the following types of organizations? (check as many as apply)

a. ____ local bank, utility, or corporate board
b. ____ national/international corporate board
c. ____ college, university, or seminary board (other than your own institution)
d. ____ independent primary or secondary school board
e. ____ board of a denominational organization or agency
f. ____ board of non-denominational religiously-affiliated organization or agency
g. ____ board of a non-profit organization (other than a college, university, or religious organization), such as a hospital, museum or social service agency

33. With regard to performance assessment:

a. Is the president's performance assessed in some manner?

1. ____ yes
2. ____ no

b. If so, please indicate as appropriate:

1. Performance is assessed every ____ years.
2. Briefly describe who conducts the assessment and the process involved:

_____
_____
_____
_____
_____
_____

34. Is there a written board policy or an established procedure to guide *the search process* for a new president?

a. ____ yes
b. ____ no

35. Did your board use an executive search firm or other outside consultant to assist with the process of selecting the current president?

a. ____ yes
b. ____ no

Part Five - (Questions 36-52 to be completed by the president only)

Issues and Information

36. Within the past year or so, what *policy issue* before the governing board was particularly vexing and consumed much of the board's time and attention?_____

37. Looking ahead a year or so, what major *policy issue* is likely to require much of the board's time and attention? _____

38. With regard to your board's composition (sex, race, ethnicity), do you predict:

a. ____ more diversity in the next few years
b. ____ about the same composition
c. ____ less diversity

39. With regard to enrollment over the next five years, is your institution realistically expecting:

a. ____ more full-time students
b. ____ fewer full-time students
c. ____ about the same number of full-time students

40. What particular *information or data* concerning theological schools would be useful to you and your board that would be appropriate for AGB to provide?_____

41. What kinds of board education and development programs or services would you and your board find useful?_____

42. Other comments or suggestions that could guide AGB in its efforts to be helpful to you and your board?_____

Board Development

43. a. Has the board undertaken a formal self-evaluation within the past five years?

1. ____ yes
2. ____ no

b. If yes, check any that applies:

1. ____ *Board policy* requires periodic formal board self-evaluation.
2. ____ By *tradition*, the board evaluates its performance on a regular basis.
3. ____ Formal board self-evaluation occurs on an irregular basis.

c. If the board has undertaken a formal self-evaluation, did the board use a facilitator from outside the institution to conduct it?

1. ____ yes
2. ____ no

44. During the past two years, has your board engaged in any special activities (other than a self-assessment) to improve the board's performance or educate trustees about their roles and responsibilities (e.g., a retreat, workshop, or speaker)?

a. ____ no (If you answered no, please skip to question number 48.)
b. ____ yes

Please describe the board education/development activities:_____
_____
_____

45. Was outside funding used to pay for part or all of the related expenses?

a. ____ no
b. ____ yes

46. Was an outside speaker(s) or facilitator(s) used?

a. ____ no
b. ____ yes

47. Based on your experience, what suggestions would you make to other boards that wish to improve their performance?_____
_____
_____
_____
_____

48. In the next year or two, does your board plan to engage in any special activities to improve the board's performance or educate trustees about their roles and responsibilities (e.g., a retreat, workshop, or speaker)?

a. ____ no
b. ____ yes - if yes, please describe any plans you may have:_____
_____
_____
_____

49. Overall, how would you rate your board's performance?

a. ____ poor
b. ____ adequate
c. ____ good
d. ____ very good

Relations with other Theological Schools

50. Is the school involved in any formal collaborative arrangements with other theological schools for any of the following (check all that apply):

a. ____ member of a cluster or consortium of schools
b. ____ cross-registration options for students
c. ____ joint faculty appointments
d. ____ shared library holdings
e. ____ joint degree programs
f. ____ joint development efforts
g. ____ other - please specify: _____
_____
_____

51. Do school administrators or board members participate in any forums or groups of theological schools that share information about practices, problems, and solutions regarding policy and administration?

a. ____ no
b. ____ yes - please describe: _____
_____
_____

52. Are there other types of innovations, collaborative arrangements, or mergers that the board is considering?

a. ____ no
b. ____ yes - please describe: _____
_____
_____
_____

Thank you for your patience and cooperation.

Please return this survey by January 5, 1994 in the envelope provided or mail to:

Merrill Schwartz
Director, Board Education Services
Association of Governing Boards
of Universities and Colleges
One Dupont Circle, Suite 400
Washington, D.C. 20036

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